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DD/S REGISTRY  
FILE Training-3

DD/S 70-0805

2 MAR 1970

MEMORANDUM FOR: Assistant Deputy Director for Intelligence

Ed:

I gather that we are hung up in the coordination of proposed regulation [ ] because your Directorate does not agree with the draft proposal even though language proficiency step increases are provided for in [ ]. We continue to feel that an over-all Agency regulation such as [ ] is desirable even though each Deputy has his own prerogative per the [ ] subparagraph noted above. The Clandestine Service is proceeding with the publication of its own language incentive program and, in the absence of an over-all Agency position, we certainly cannot object.

I wonder if you might focus on this matter and, hopefully, you might agree to publication of [ ] either as in coordination (Attachment A) or in a shortened version (Attachment B) which is acceptable as a substitute to the Chairman and members of the Language Development Committee. As you know, our language progress and position is still not very good, and we need a variety of encouragements to stimulate necessary improvement.

(signed) John W. Coffey

John W. Coffey

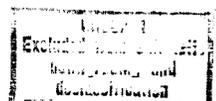
2 Atts

ADD/S:JWC/ms (24 Feb 70)

Distribution:

- Orig & 1 - Adse, w/cy of ea Att \*
- 1 - DD/S Chrono
- 1 - DD/S Subject, w/cy of ea Att ✓
- 1 - DDTR, w/cy of ea Att
- 1 - C/RCB, via C/SSS, w/cy of ea Att

\*Cys of Atts to DD/S 69-5492: Memo dtd 4 Dec 69 for DTR fr Chairman, Language Development Committee, subj: Language Incentives Program



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TRAINING



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4. CIA LANGUAGE INCENTIVE PROGRAM
- a. GENERAL. The CIA Language Incentive Program is designed to encourage achievement of language skills in designated languages of priority interest to the Agency.
- b. POLICY. To help upgrade the foreign language capabilities of Agency employees and to assist Deputy Directors in satisfying the foreign language requirements of their Directorates, Language Proficiency Step Increases (LPSI's) will be granted for achievement of proficiencies (slight through intermediate) in designated foreign languages. The LPSI will be equal to the Periodic Step Increase (PSI) and will not affect the eligibility date of a PSI.
- c. DEFINITIONS. The words slight, elementary and intermediate, as used in this regulation, refer to specific and measurable levels of language proficiency. They may refer to proficiency in either speaking or reading. The Office of Training will determine what constitutes each level of proficiency in any language.
- d. ELIGIBILITY. Staff employees, staff agents, career agents and other contract personnel, with grades through GS-14 or equivalent, who are selected for training in this Program will be eligible for LPSI award as follows:
- (1) An individual is eligible for an LPSI when he achieves a designated proficiency in the selected language. In some cases, progress from one proficiency level to a higher

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proficiency level may qualify the employee for a second (or third) award. To qualify, the individual must have participated in an officially approved training program and his achievement must have been tested and certified as satisfactory by the Office of Training or by an institution approved by the Director of Training.

- (2) An individual may be eligible for two LPSI awards at a given proficiency level if he achieves proficiency in both reading and speaking in the designated language. Two LPSI's will be considered only when the sponsoring Directorate has approved the requirement for both language skills. The individual's dual achievement must have been tested and certified as satisfactory by the Office of Training or as set forth above.
- (3) Individuals whose tested proficiency in a designated language is on record in the Office of Training and who achieves a higher proficiency level in the designated language may be eligible for an LPSI. An award will depend, however, on the recommendation of the responsible Deputy Director and appropriate testing approved by the Office of Training.

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- (1) Deputy Directors
  - (a) Designate, in consultation with the Director of Training, priority foreign languages, skills (speaking or reading),

and proficiency levels of the languages for which LPSI's will be awarded.

- (b) Select employees for study of designated languages, basing selection on acceptable Agency-tested aptitude for foreign language study;
- (c) Approve participation in the Program of employees overseas;
- (d) Recommend to the Director of Personnel the grant of LPSI's to employees whose eligibility has been certified by the Office of Training.

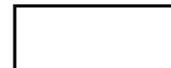
(2) The Director of Training

- (a) Establishes proficiency criteria for LPSI's, and assists Deputy Directors in identifying and designating priority languages;
- (b) Tests the language proficiency of employees;
- (c) Certifies as to an employee's language competence based on results of proficiency tests.

(3) The Director of Personnel approves action authorizing LPSI's and notifies Heads of Career Services of authorizations.

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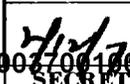
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<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
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<p>Remarks:</p> <div style="border: 1px solid black; width: 150px; height: 30px; margin-bottom: 5px;"></div> <p>is now reviewing attached re-draft and will let us know promptly if it suits.</p>					
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FOR 5:00 P.M. MEETING

WITH MR.

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NOTE FOR: Mr. Coffey

The attached may be an item for consideration by the "Regulations Committee." The Language Development Committee has come to an impasse as described in Rod's memorandum. I have talked with Rod and [redacted] the DD/I member of the Language Committee, and it seems that Ed Proctor is now objecting in principle to the idea of a separate incentive program for language development. Apparently Mr. Proctor believes that the LPSI would be a mistake because its implementation in one Directorate would be different from the way it is managed in other Directorates and this would create inequities; because it singles out one professional specialty while ignoring others such as cartographers, mathematicians, economists, etc.; and because he believes that if special recognition is necessary it should be given in the form of a Quality Step Increase.

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[redacted] says that his records show that the original language task force couldn't agree on the incentive part of the program. He cites a memorandum signed by Des Fitzgerald concurring in the program provided that incentives were not a part of it. [redacted] also says that individual members of the task force opposed incentives, believing that languages should be just another skill which an employee should acquire in the interests of his own professional development in the same way that he would study other professionally related subjects. They believe that rewards should come in the form of normal performance recognition through promotions and assignments rather than through monetary rewards.

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[ ] referred to the language program in the Department of State saying that their program is limited to the ten most difficult languages, and it sets rather rigid age parameters, and is intended for people who are expected to spend a large part of their careers in an area where a particular language is spoken.

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[ ] says that Mr. Proctor expects the subject to come up at a Deputies' Meeting where he will have an opportunity to voice his objections and opinions.

I am not sure of the level of Colonel White's continued interest in the language program, but you may want to tell him about this impasse and that you propose to deal with it in the Regulations Committee. On the other hand, since it is a policy issue and the coordination of the regulation has only served as the vehicle by which the issue has been joined, it may be more appropriate for discussion at a Deputies' Meeting. The Deputies' Meeting might be preferable because the Directorates may not feel obligated to send their first team to a Regulations Committee meeting. The Chief, Ops Services, would probably represent DD/P, for example.



RHW

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DTR-4257

DD/S 69-5492

04 DEC 1969

MEMORANDUM FOR: Director of Training

SUBJECT : Language Incentives Program

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1. The publication of [ ] establishes a basis for an effective Agency language development program. Nevertheless, in the case of certain exotic languages (e. g. Arabic, Lao, etc.) the Agency's inventory of speakers is low and the development of broader capabilities in the Middle Eastern and Southeast Asian languages is imperative. Some inducement was considered necessary for an employee to study one of these "hard" languages, especially since competence in such a language carried with it the prospect of duty in what might be a hardship area. An incentives program that the proposed [ ] would put into effect would function somewhat in the same manner as the Department of State's language incentive program. [ ] would create a controlled program and avoid the abuses of the Agency's earlier incentive attempts by allowing step increases only to individuals selected to participate and who achieve language skills in specified critical languages. Each Directorate would designate its own priority languages and select the employees who would be eligible for an LPSI (Language Proficiency Step Increase).

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2. LPSI's have already been awarded in a few cases. The awards were made on the basis of a DDP memorandum citing Vietnamese as a priority language. The auditors questioned the awards based on this memo alone and asked for the authority behind them. Apparently the reference to language incentive awards in [ ] was not sufficient for this purpose. Although paragraph d(1) e(5) of the Language Development Program Regulation states that it is the responsibility of each Directorate to establish definite procedures for implementing a language incentive program, further guidelines appear to be necessary. [ ] will provide the needed guidelines, standardizing procedures to be followed, should a Directorate determine that it wishes to award LPSI's.

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Subject: Language Incentives Program

3. Now the Intelligence Directorate makes essentially three points in objecting to this proposed regulation:

1) that there is no reason to single out language skills, as distinct from cartographic or other technical skills, for special awards. Experience tells me that while this sounds like a truism it is not. There is a need to single out language skills. Once we capitalized on the language skills of first and second generation Americans and at the time of OSS we attracted language and area specialists in their early middle years to leave universities and colleges and join the Agency. Today most of the new blood of the Agency has neither of these qualifications and to make matters worse is poorly grounded in foreign languages at our colleges. To a greater or lesser degree, virtually every component of the Agency that deals directly or indirectly with foreign sources of intelligence needs a bank of language skills and this need will, because of the factors mentioned above, become greater rather than smaller and thus increasingly more difficult to meet.

2) that a Quality Step Increase would serve the same purpose as an LPSI and that the LPSI is therefore not needed. While there is merit in this suggestion, I believe that the LPSI will draw special attention to the development of priority language skills.

3) that the LPSI is not a one-time lump-sum payment; it is money that an employee will get recurrently in every paycheck, regardless of whether or not he stays in a job where the language is useful. The same can be said of a QSI. Furthermore, it can be argued that the learning of a "hard" language by an Agency employee is intrinsically useful for his lifetime and provides the Agency with a bank of language skills upon which to draw should the need arise.

4. Having originally accepted the principle of an incentive award system as outlined in  the Intelligence Directorate now demurs on the basis that it regarded the LPSI provision as an option that it might

Subject: Language Incentives Program

or might not wish to exercise in furthering the Agency's language development program. That interpretation of the regulation is correct. Moreover, the option still exists if [redacted] is put into effect. The new regulation specifically states that the application of a language incentive program is discretionary with each Directorate.

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5. Attached is a copy of the regulation as originally conceived, as well as an abbreviated version. The shortened version would provide the details needed to amplify and clarify [redacted] but is less specific than the original. If the Intelligence Directorate is willing to accept the principle that a language incentive program should exist in the Agency, perhaps this second version, acceptable to me and the rest of the Committee, would serve as a useful vehicle for compromise.

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[redacted]

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Chairman,  
Language Development Committee

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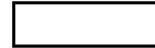
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